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## ORGANIZATIONAL COMMITMENT AS A DETERMINANT OF THE ORGANIZATIONAL SUCCESS

### ZAANGAŻOWANIE ORGANIZACYJNE DETERMINANTĄ SUKCESU ORGANIZACJI

**Abstract:** In the literature devoted to the issues of organization and management, the importance of organizing organizational involvement has long been emphasized. In the field of management and quality sciences, an increase in interest in this issue is observed, which is a consequence of wider changes taking place in the knowledge-based economy. The importance of factors determining the level of organizational commitment, as well as its impact on the level of management effectiveness is emphasized. The success of the organization is possible thanks to activities of the, entrepreneurial, full of energy and enthusiasm, devoted to work and constantly developing - and thus, involved in the organization employees. The presented article, of a theoretical nature, using available literature on the subject, exposes the multidimensionality of organizational commitment, making it attractive to both, theorists and practitioners of management, in the context of the broadly understood success of the organization.

**Keywords:** organizational commitment, organizational commitment factors, success of the organization

**Streszczenie:** W literaturze poświęconej problematyce organizacji i zarządzania od dawna podkreśla się znaczenie dla organizacji zaangażowania organizacyjnego. Na gruncie nauk o zarządzaniu i jakości obserwuje się wzrost zainteresowania tą problematyką, co jest konsekwencją szerszych przemian dokonujących się w gospodarce opartej na wiedzy. Podkreśla się zarówno znaczenie czynników determinujących poziom zaangażowania organizacyjnego, jak i jego wpływ na poziom skuteczności zarządzania. Sukces organizacji jest możliwy dzięki aktywności przedsiębiorczych, pełnych energii i entuzjazmu, oddanych pracy i ciągle rozwijających się – a więc zaangażowanych w organizację pracowników. Prezentowany artykuł, o charakterze teoretycznym, wykorzystującym dostępną literaturę przedmiotu, eksponuje wielowymiarowość zaangażowania organizacyjnego, czyniąc go atrakcyjnym zarówno dla teoretyków, jak i praktyków zarządzania, w kontekście szeroko pojętego sukcesu organizacji.

**Słowa kluczowe:** zaangażowanie organizacyjne, czynniki zaangażowania organizacyjnego, sukces organizacji

## Introduction

In the contemporary world, the success of the organization is determined by people and their unique features, such as knowledge and skills, talents and passions, as well as personality traits and employee competences, allowing innovation and

adaptation to the changes in the economy. That is why the 21st century organizations are increasingly appreciating human resource management tools and practices, basing their strategy on people and their internal resources, seeing in improving and maintaining high quality human resources a chance to face the challenges of the future<sup>1</sup>. As human resources are of strategic importance for the functioning of enterprises<sup>2</sup>, an organization, wanting to achieve its goals, must first commit an employee, meeting his requirements, to be able to compete on the market with its products and services<sup>3</sup>. Organizational commitment, as one of the elements of human resource management, is the subject of growing interest of both, theorists and practitioners of management, determining the success of an organization.

The purpose of the article is to present the structure of organizational commitment and the factors that determine it, in the aspect of the success of the organization. The article is based on the elements of the systematic literature review.

## 1. Review of definitions and components of organizational commitment

Organizational commitment is widely described in the management literature as a key factor in relations between an employee and an organization<sup>4</sup>. In general terms, it means the employee's individual attachment to the organization and identification with it<sup>5</sup>. More broadly, it can be said that organizational commitment refers to the psychological state of an organization member, which mediates the impact of work resources and individual resources on the result achieved by the organization<sup>6</sup>. Commitment is a function of the individual's honesty, that develops the ability to work hard and gives good results even in bad and adverse circumstances<sup>7</sup>. Organizational commitment is, therefore, identified with the employee's attitude towards the organization, which important component is identification with the organization and its goals. A. Pocztowski believes, that organizational com-

<sup>1</sup> Y. Demirel, K. Goc, *The Impact of Organizational Commitment on Knowledge Sharing*, "1st Annual International Interdisciplinary Conference", AIIC 2013, Azores, Portugal, p. 954.

<sup>2</sup> M. Jakubowska, J.A. Jończyk, *Zaangażowanie organizacyjne w przedsiębiorstwie transportowym – studium przypadku*, „Akademia Zarządzania” 2018, No. 2(4), p. 7.

<sup>3</sup> B.O. Noraazian, M. Khalip, *A three-Component Conceptualization of Organizational Commitment*, "International Journal of Academic Research in Business and Social Sciences" 2016, vol. 6, No. 12, p. 16.

<sup>4</sup> P. Kumari, B. Priya, *Organizational Commitment: A Comparative Study of Public and Private Sector Bank Managers*, "International Journal of Business and Management Invention" 2017, p. 38.

<sup>5</sup> A. Spik, K. Klincewicz, *Nowe kierunki w zarządzaniu ludźmi – zaangażowanie organizacyjne* [in:] M. Kostera, B. Glinka (ed.), *Nowe kierunki w zarządzaniu i zarządzaniu. Organizacje, konteksty, procesy zarządzania*, Wolters Kluwer, Warszawa 2016, p. 449.

<sup>6</sup> A. Wołpiuk-Ochocińska, *Zaangażowanie w pracę i przywiązanie organizacyjne pracowników w przedsiębiorstwach o różnym poziomie kultury bezpieczeństwa pracy*, „Zeszyty Naukowe Wyższej Szkoły Zarządzania Ochroną Pracy w Katowicach” 2016, No. 1(12), p. 138.

<sup>7</sup> K.P. Kumari, B. Priya, *Organizational Commitment...*, p. 38.

mitment is the degree, how employees identify and engage in the life of an organization, using their competences to achieve its aims<sup>8</sup>. Whereas, according to M. Juchnowicz, it is an identification of an individual with organizational goals and values, taking into account the desire to belong to an organization and readiness to act to achieve its goals<sup>9</sup>. R.C. Tolentino focused on organizational commitment as a state, in which an employee identifies with a particular organization and its goals, and would like to maintain membership in that organization<sup>10</sup>. After the definition of D. Kary, organizational commitment is an affective response of a person to the characteristic features of an organization, regarding a sense of attachment to the goals and values of the organization, with a view to its interests, over the personal benefits<sup>11</sup>. The definitions of organizational commitment, quoted above, indicate the multidimensionality of this concept, which it has been written about since the 1990s by N.J. Allen and J.P. Meyer. The authors point to the three independent components of organizational commitment: affective commitment, continuance commitment and normative commitment<sup>12</sup>, what is shown in the Figure 1.



Figure 1. Dimensions of the organizational commitment

Rysunek 1. Wymiary zaangażowania organizacyjnego

Source: own study based on: N.J. Allen, J.P. Meyer, *The measurement and antecedents of affective, continuance and normative commitment to the organization*, "Journal of Occupational Psychology" 1990, No. 63, p. 3-4.

<sup>8</sup> A. Pocztowski, *Zarządzanie zasobami ludzkimi*, PWE, Warszawa 2008, p. 429.

<sup>9</sup> M. Juchnowicz, *Zarządzanie przez zaangażowanie*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2010, p. 37.

<sup>10</sup> R.C. Tolentino, *Organizational Commitment and Job Performance of the Academic and Administrative Personnel*. "International Journal of Information Technology and Business Management" 2013, vol. 15, No. 1, p. 51.

<sup>11</sup> D. Kara, *Burnout on Employees Organizational Commitment: Five Star Hotel Employees*, „Journal of Bussiness Research-Turk” 2019, No. 11(1), p. 460.

<sup>12</sup> N.J. Allen, J.P. Meyer, *The measurement and antecedents of affective, continuance and normative commitment to the organization*, "Journal of Occupational Psychology" 1990, No. 63, p. 3-4.

Affective commitment is recognized as the employee's emotional attachment to the organization. It is also the degree of employee's feeling the need to take action within the organization and expresses a positive emotional attitude towards it<sup>13</sup>. The employee presents here the attitude "I work here because I want to"<sup>14</sup>. Continuance commitment is the result of perceived costs of leaving the organization. In practice, it comes down to the fact, that an employee performs tasks assigned to his job position due to possible costs associated with the cessation of a given activity<sup>15</sup>. This dimension of organizational commitment, expressing the attitude "I work here because I have no other way", can be included in two sub-dimensions: a large loss and a small alternative in the event of resignation from work in a given organization<sup>16</sup>. And finally, normative commitment comes down to social norms determining the level of loyalty to the organization, a sense of commitment and employee fidelity to the organization<sup>17</sup>. This dimension of the commitment is associated with the moral obligation: "I work because I should", and the employee feels gratitude and acceptance of the organization's standards and values<sup>18</sup>. The kind of organizational commitment will show the greatest value for organizations, when it is characterized by initiating changes and taking responsibility for them, when employees notice emerging problems and make suggestions for their solutions, when employees show willingness to take on challenges and innovative actions<sup>19</sup>. In order to achieve the organizational commitment of employees, M. Juchnowicz identified its basic components, which are stability, identification, passion and effective operation for the organization<sup>20</sup>, what is shown in Figure 2.

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<sup>13</sup> Ibidem, p. 3-4.

<sup>14</sup> J. Moczydłowska, *Zaangażowanie pracowników – aspekty psychologiczne i organizacyjne*, „Myśl Ekonomiczna i Polityczna” 2013, No. 4(43), p. 164.

<sup>15</sup> N.J. Allen, J.P. Meyer, *The measurement and antecedents...*, p. 3-4.

<sup>16</sup> J. Moczydłowska, *Zaangażowanie pracowników...*, p. 164.

<sup>17</sup> N.J. Allen, J.P. Meyer, *The measurement and antecedents...*, p. 3-4.

<sup>18</sup> J. Moczydłowska, *Zaangażowanie pracowników...*, p. 164.

<sup>19</sup> Ibidem, p. 164.

<sup>20</sup> M. Juchnowicz, *Zaangażowanie pracowników...*, p. 37.



Figure 2. Basic components of organizational commitment

Rysunek 2. Podstawowe komponenty zaangażowania organizacyjnego

Source: own study based on: M. Juchnowicz, *Zaangażowanie pracowników*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2014, p. 37.

Stability is the desire to belong to an organization, the comfort of long-term employment and the lack of desire to change the workplace. An employee, who identifies with the organization's goals and values, is proud of working in a given organization, understands the need to perform additional duties, the professional passion is related to compliance of the content of the work with the personality, ambitions and interests of employees, as well as showing their activity and initiative. Effective action for the organization will be manifested in measurable effects of the organization<sup>21</sup>. The components of organizational commitment are interdependent, because the emergence of professional passion and activity of undertaken actions is conditioned by the stabilization of employment conditions and the employee's identification with the organization's goals and values<sup>22</sup>. If the organization meets the conditions conducive to the creation of employee involvement, then organizational commitment will appear<sup>23</sup>.

## 2. Factors affecting the organizational commitment of employees

The 21st century organizations face the need to search for tools, that will generate and strengthen the organizational commitment of their employees, to achieve

<sup>21</sup> Ibidem, p. 37.

<sup>22</sup> A. Rogozińska-Pawelczyk, *Kształtowanie postawy zaangażowania organizacyjnego*, ZZL(HRM) 2014, No. 2(97), p. 31.

<sup>23</sup> Ibidem, p. 31.



positive effects, both for the functioning of the organization itself and for its external environment. It is the employee, who decides how much of his energy will be devoted to his work and to what extent he will perform the tasks entrusted to him. Accordingly to the above, the organization's task is to shape the factors of organizational commitment in such a way, that the decision on the employee's contribution to the performance of work is beneficial for the organization. Organizational commitment of employees is determined by their personality and organizational factors. According to M. Juchnowicz, three groups of factors influence the level of organizational commitment of employees: cognitive, behavioral and emotional<sup>24</sup>. Cognitive factors include, first and foremost, knowledge of the goals of work and the goals of the organization. Behavioral factors are influenced by employee propensity to share knowledge and a declaration of availability to undertake additional tasks. On the other hand, emotional factors are associated with the organization's value system and its organizational culture, as well as employee contentment and job satisfaction. And, the last, but not least, emotional factors are associated with the organization's value system and its organizational culture, as well as employee complacency and job satisfaction<sup>25</sup>. From the organization's point of view, the factors affecting the level of organizational commitment are, among others, factors related to:

- remuneration related to work effects,
- development opportunities,
- good relations with colleagues,
- the possibility of using your knowledge and skills,
- decision-making participation,
- financial participation,
- appropriate technical equipment,
- independence in choosing the method of work performance, a sense of justice of remuneration,
- the possibility of promotion and development in the organization<sup>26</sup>.

S. Chew, together with his colleagues, also demonstrated the positive impact of training opportunities and employee development on the level of organizational commitment<sup>27</sup>. Employees, who see in the organization a chance to acquire additional skills and support their professional ambitions, are characterized by a high level of organizational commitment. An important predictor of organizational commitment is also a sense of interpersonal justice. K. Salamonik and M. Niesiobędzka showed, that justice, experienced in relations with superiors, was an important factor alike,

<sup>24</sup> M. Juchnowicz, *Zarządzanie przez zaangażowanie*, Polskie Wydawnictwo Ekonomiczne, Warszawa, 2010, p. 34.

<sup>25</sup> Ibidem, p. 34.

<sup>26</sup> M. Juchnowicz, *Zaangażowanie pracowników...*, p. 94.

<sup>27</sup> S. Chew, V.S.W. Chong, S.F. Yeo, K.W. Pee, *An Empirical Study on Factors Affecting Organizational Commitment Among Generation X*, "Procedia Social and Behavioral Sciences" 2016, vol. 219, p. 173.



affective commitment, continuance and normative commitment<sup>28</sup>. A sense of organizational, procedural and distributional justice has also been demonstrated as a factor affecting organizational involvement by I. Mendryk and A. Rakowska<sup>29</sup>. Researchers have shown, that the perception of procedural and distributional justice is reflected in the level of continuance commitment, while the perception of procedural justice, therefore the principles of division in the organization, translates into each of the three dimensions of commitment<sup>30</sup>. This should be a signal to managers, that in order to build employee commitment, they should ensure the quality of the procedures.

Researchers also dealt with the impact of job satisfaction on organizational commitment, demonstrating the relationship between the level of organizational commitment and job satisfaction<sup>31</sup>. Job satisfaction, as a level of employee contentment with the work performed and the degree to which they like their work, plays a significant role in organizational commitment.

Employee commitment can be increased through their satisfaction, thus ensuring higher productivity in the organization and a greater desire to stay in the organization<sup>32</sup>.

G. Baştug and his colleagues drew attention to trust as one of the most important factors influencing the organizational commitment of employees<sup>33</sup>. Organizational trust, as a multidimensional concept, can be seen as trust in institutions, trust in a supervisor and trust in colleagues, and each of these aspects indicates a significant relationship between trust and affective, continuance and normative commitment<sup>34</sup>. Also perceived organizational culture has a significant impact on organizational involvement, which was discussed by, among others, A. Ortega-Parra and M.A. Sastre-Castillo<sup>35</sup> and M. Ghorbanhosseini<sup>36</sup>. Research has shown that organizational culture is an important factor in developing or changing values, attitudes and creating appropriate behavior patterns, and therefore has a significant impact on employee organizational commitment<sup>37</sup>.

<sup>28</sup> K. Salamonik, M. Niesiobędzka, *Poczucie sprawiedliwości interpersonalnej a zaangażowanie organizacyjne. Moderacyjna rola płci i stanowiska*, ZZL (HRM) 2018, No. 1, p. 31.

<sup>29</sup> I. Mendryk, A. Rakowska, *Poczucie sprawiedliwości organizacyjnej a poziom zaangażowania pracowników. Wyniki badań*, "Annales Universitatis Mariae Curie-Skłodowska" 2017, No. 4(51), p. 240.

<sup>30</sup> Ibidem, p. 246.

<sup>31</sup> R. Abu-Shamaa, Abu-Al-Rabayah, A. Wafaa, R.T. Khasawneh, *The Effect of Job Satisfaction and Work Engagement on Organizational Commitment*, "IUP Journal of Organizational Behavior" 2015, p. 7-27.

<sup>32</sup> Ibidem, p. 14.

<sup>33</sup> G. Baştug, A. Pala, M. Kumartaşlı, İ. Güne, M. Duyan, *Investigation of the Relationship between Organizational Trust and Organizational Commitment*, "Universal Journal of Educational Research" 2016, No. 4(6), p. 1422.

<sup>34</sup> Ibidem, p. 1422.

<sup>35</sup> A. Ortega-Parra, M.A.Sastre-Castillo, *Impact of perceived corporate culture on organizational commitment*, "Management Decision" 2013, No. 51(5), p. 1071.

<sup>36</sup> M. Ghorbanhosseini, *The Effect of Organizational Culture, TeamWork and Organizational Development on Organizational Commitment: the Mediating Role of Human Capital*, "Tehnički vjesnik" 2013, No. 6(20), p. 1019-1025.

<sup>37</sup> Ibidem, p. 1024.

The impact of burnout on employee involvement is also widely discussed in the literature. N. Sangpern<sup>38</sup> showed, that occupational burnout of employees has a negative correlation with organizational commitment, so it is a factor having a negative impact on the level of work satisfaction and employee contentment, and therefore on organizational commitment.

So, in connection with the above, it is important to build conviction among employees that the organization's activities focus on supporting their development goals and improving working conditions<sup>39</sup>. Therefore, to keep employees committed to the organization, you need to pay more attention and appreciate those factors that increase employee morale<sup>40</sup> and they enable the organization to gain added value by ensuring that employees are attracted to tasks, challenges and autonomy.

### **3. The importance of organizational commitment to the success of the organization**

Literature on organization and management has highlighted the importance of organizational involvement for organizations for a long time. Management theory and practice advocates, that organizational commitment is seen as a factor in achieving high quality and efficiency of operations<sup>41</sup>. It is believed, that employees with a strong sense of organizational commitment will work hard to contribute to improving the efficiency and profitability of the organization<sup>42</sup>. Increase of performance and work results, acceptance of changes and employee productivity<sup>43</sup> bring the positive effects for the organization with a high level of organizational commitment. Organizational committed employees are characterized by innovation and creativity<sup>44</sup>, which may affect the organization's adaptation to changes in turbulent environment. Committed employees show independent initiative in action, willingly take on new challenges,

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<sup>38</sup> N. Sangpern, *Factors Affecting Organizational Commitment of Employees of Autonomous University*, "PSAKU International Journal of Interdisciplinary Research" 2017, vol. 6, No. 1, p. 65.

<sup>39</sup> D. Lewicka, *Zaangażowanie pracowników. Rola zarządzania kapitałem ludzkim w jego kształtowaniu*, [in:] A. Wojtczuk-Turek (ed.), *Zarządzanie kapitałem ludzkim – wyzwania i trendy*, Oficyna Wydawnicza SGH, Warszawa 2019, p. 181.

<sup>40</sup> S. Chelliah, N. Sundarapandiyam, B. Vintoh, *A Research on Employees' Organisational Commitment in Organisations: A Case of Smes in Malaysia*, "International Journal of Managerial Studies and Research" 2015, Vol. 3 Issue 7, p. 12.

<sup>41</sup> R.C. Tolentino, *Organizational Commitment and Job Performance of the Academic and Administrative Personnel*, "International Journal of Information Technology and Business Management" 2013, vol. 15 No. 1, p. 51.

<sup>42</sup> Ibidem, p. 51.

<sup>43</sup> A. Wołowska, *Przywiązanie do organizacji a kontrakt psychologiczny*, Wydawnictwa Naukowe Uniwersytetu Mikołaja Kopernika, Toruń 2013, p. 25-26.

<sup>44</sup> I. Diala, S.O. Ude, *Support for Creativity and Innovation, Resistance to Change, Organizational Commitment and Motivation*, "International Journal of Computer & Organization Trends" 2015, vol. 22, No. 1, p. 1, [https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=1045&context=sm\\_pubs](https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=1045&context=sm_pubs) [access: 7.12.2019].

and assume greater responsibility<sup>45</sup>. A high level of organizational commitment improves employee retention rates and job satisfaction<sup>46</sup>, employees' loyalty to the organization, work safety culture<sup>47</sup>, what affects both, a sense of security and a reduction in the number of accidents at work. Also, staff turnover and absenteeism of engaged employees are lower, and thus, stabilization of employment in the organization reduces its operating costs. In addition, the level of organizational commitment has a significant impact on the sustainable development of the organization<sup>48</sup>.

It is connected with several behavioral patterns, that are specific and unique to the employees involved:

- despite challenges and barriers, committed employees often do not allow problems to become an excuse for inaction or destroy their ability to act;
- they look for ways to do the best, which means they focus on their strengths and do not spend much time trying to do what they don't naturally do;
- they are consciously committed. They have a plan and independently, proactively try to improve their commitment instead of expecting someone to engage them;
- they take responsibility for their actions instead of blaming others when things do not go their way<sup>49</sup>.

A high level of organizational commitment favors relationships between team members who value mutual relations and are ready to make efforts for the benefit of the organization. They are also ready to help each other and take mutual responsibility for their work<sup>50</sup>. Organizational committed employees mobilize each other for action, the results of their work reach a high level and their attendance at work is high<sup>51</sup>. These features determine the superiority of organizations, in which loyal and committed employees are employed, in excess organizations in which this aspect of management is not in the top priority. The success of the organization is possible thanks to the ac-

<sup>45</sup> Z. Asrar, T. Ilyas, M.F. Aslam, *Impact of Job Tenure and Managerial Position on Employee's Organizational Commitment: Evidence from NGOs of KPK Pakistan*, "Industrial Engineering Letters" 2017, vol. 7, No. 2, p. 60.

<sup>46</sup> I.B.A. Dharmanegara, N.W. Sitiari, M.E. Adelina, *The Impact of Organizational Commitment, Motivation and Job Satisfaction on Civil Servant Job Performance in State Plantation Denpasar*, "IOSR Journal of Business and Management" 2016, vol. 18, Issue 2, p. 41-50.

<sup>47</sup> A. Wołpiuk-Ochocińska, *Zaangażowanie w pracę i przywiązywanie organizacyjne pracowników w przedsiębiorstwach o różnym poziomie kultury bezpieczeństwa pracy*, „Zeszyty Naukowe Wyższej Szkoły Zarządzania Ochroną Pracy w Katowicach” 2016, No. 1(12), p. 135.

<sup>48</sup> M.E. Önder, U. Akçıl, N. Cemaloğlu, *The Relationship between Teachers' Organizational Commitment, Job Satisfaction and Whistleblowing*, "Sustainability" 2019, No. 11, p. 1-22.

<sup>49</sup> K. Royal, *What Engaged Employees Do Differently*, Gallup 2019, p. 2, [https://www.gallup.com/workplace/266822/engaged-employees-differently.aspx?utm\\_source=workplace-newsletter&utm\\_medium=email&utm\\_campaign=WorkplaceNewsletter\\_November\\_TEST-A\\_110519&utm\\_content=le arnthe patternsofbehavior-TextLink-1&elqTrackId=97b6e749911746afacd443b](https://www.gallup.com/workplace/266822/engaged-employees-differently.aspx?utm_source=workplace-newsletter&utm_medium=email&utm_campaign=WorkplaceNewsletter_November_TEST-A_110519&utm_content=le arnthe patternsofbehavior-TextLink-1&elqTrackId=97b6e749911746afacd443b) [access: 11.11.2019].

<sup>50</sup> K.C. Chang, H.W. Yen, C.C. Chiang, N. Parolia, *Knowledge contribution in information system development teams: an empirical research from a social cognitive perspective*, "International Journal of Project Management" 2013, No. 31, p. 259.

<sup>51</sup> A. Wziątek-Staśko, I. Michalik, *Specyfika zaangażowania organizacyjnego pracowników wiedzy w instytucjach edukacyjnych*, „Edukacja Ekonomistów i Menedżerów” 2019, No. 3(53), p. 38.

tivity of full of energy and enthusiasm, entrepreneurial, devoted to work, constantly developing, and thus engaged in the organization, employees. Organizational commitment is the strength, that binds an employee to the direction of a given organization. This force is a state of mind, that can manifest various forms: desire, obligation to pursue the organization's goal, or the perceived cost of leaving it.

Organizational commitment determines the success of the organization. According to the Gallup Institute Report of 2013, employee commitment influences the differences between enterprise results.

Organizations, which employ engaged employees, have an advantage in obtaining and increasing the EPS market rate faster than other organizations in the industry<sup>52</sup>. The Gallup Report also indicates 9 areas in which commitment affects the success of the organization.

These are:

- customer reviews,
- profitability of the organization,
- efficiency,
- turnover,
- accident rate,
- losses of goods,
- absence,
- the quality of goods and services<sup>53</sup>.

In view of the above considerations, it seems indisputable that people create the business value of the organization. People are the intangible asset of an organization, but because of their emotionality and changeability, they want to be convinced to act, which not only affects the results generated by the organization, but also on employee satisfaction and self-esteem<sup>54</sup>. Employee commitment can be a distinguishing feature of an organization, both during stabilization and rapid change<sup>55</sup>, and the presence in the organization of the commitment culture should be noticed by the business competition.

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<sup>52</sup> Gallup Report State of the Global Workplace. *Employee Engagement Insights for Business Leaders Worldwide*, 2013, p. 22.

<sup>53</sup> Ibidem, p. 21.

<sup>54</sup> O. Grabiec, J. Jędraszczyk-Kałwak, *Zaangażowanie w pracę jako efekt stosowanego systemu motywacji*, „ZN WSH. Zarządzanie” 2017, No. 3, p. 33.

<sup>55</sup> Raport: *2018 Trends in Global Employee Engagement*, Aon Empower Results 2018, p. 15, [https://www.aon.com/getmedia/08c8d127-a8f0-4872-b03a-355361c7e000/TRP\\_Infographic\\_TGEE\\_Web\\_2018.aspx](https://www.aon.com/getmedia/08c8d127-a8f0-4872-b03a-355361c7e000/TRP_Infographic_TGEE_Web_2018.aspx) [access: 29.11.2019].

## Conclusion

According to the presented literature, organizational commitment appears to be one of the most important factors affecting the success of an organization, requiring further exploration by the researchers. The study of the level of organizational involvement among employees is necessary to determine the potential of human resources in the organization, because the success of the organization is possible when the potential of human resources is correctly used through the management process. Human resource management consists in motivation of employees, to get involved as much as possible and their sense of stability allows them to promote their organization in the external environment, which translates into a positive perception of the organization by its customers. Organizational commitment is treated as one of the main areas determining the effectiveness of employees, and the level of commitment is a measure of the effectiveness of human resource management in the organization. However, in order for organizational commitment to bring measurable profits to an organization, this commitment must be built, bearing in mind the factors that determine its level. This should be done in such a way, that thanks to efficient management, the organizational commitment of employees translates into specific effects, and thus, the organization's success.

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